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THE GROUPS, RESPONSIBILITIES, AND LINES OF COMMUNICATION IN THE NATIONAL COOPERATIVE DAIRY HERD IMPROVEMENT PROGRAM

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LIST OF ABBREVIATIONS

ARS -----	Agricultural Research Service (USDA)
AM/PM -----	Alternate AM-PM Milking
ADSA -----	American Dairy Science Association
AIPL -----	Animal Improvement Programs Laboratory (ARS, USDA)
CE -----	Cooperative Extension (Service of each State)
DHIA -----	Dairy Herd Improvement Association
DHIR -----	Dairy Herd Improvement Registry
DPL -----	Dairy Program Leader (ES)
DRPC -----	Dairy Records Processing Centers
ECOP -----	Extension Committee on Organization and Policy
ES -----	Extension Service (USDA)
LDHIA -----	Local Dairy Herd Improvement Association
MOR -----	Milk only Record
NAAB -----	National Association of Animal Breeders
NCDHIP -----	National Cooperative Dairy Herd Improvement Program
NDHIA -----	National Dairy Herd Improvement Association, Inc.
Offical DHI ----	Offical Dairy Herd Improvement
OS -----	Owner-Sampler
PDCA -----	Purebred Dairy Cattle Association
SDHIA -----	State Dairy Herd Improvement Association
SED -----	State Extension Dairyman
USDA -----	United States Department of Agriculture
WADAM -----	Weigh-a-Day-a-Month

2001
THE GROUPS, RESPONSIBILITIES, AND LINES OF COMMUNICATION IN
THE NATIONAL COOPERATIVE DAIRY HERD IMPROVEMENT PROGRAM

by Frank D. Murrill, Gerald J. King, and James W. Smith 1/

The National Cooperative Dairy Herd Improvement Program (NCDHIP) is a national industrywide dairy production testing and recordkeeping program. It is a voluntary and cooperative effort implemented by a Memorandum of Understanding between the Agricultural Research Service (ARS) and the Extension Service (ES) of the USDA and the State Cooperative Extension Service (CE) of each State. Dairymen, industry organizations, and research and Extension workers are provided production and management information needed for increasing the efficiency of the Nation's dairy herd in producing an abundant, wholesome, and economic food supply.

The NCDHIP, primarily a production testing and recordkeeping program, provides production data and management information to dairymen for making wise management decisions, breed and herd improvement work, and genetic evaluation of animals. It also provides information to other industry organizations, land grant colleges and universities, and government agencies for educational, research, and genetic evaluation programs.

The NCDHIP can further be defined and better understood by certain key words such as voluntary, cooperative, industrywide, national, uniform, educational, research, and improvement. There is no coercion. All segments of the dairy industry work together because they want to.

The NCDHIP is a cooperative program where all cooperators and participants work together toward a common end.

The NCDHIP is industrywide consisting of a complex organizational structure of highly sensitive and intricate relationships between people in all segments of the dairy industry: Individual dairymen, Dairy Herd Improvement Associations, artificial insemination organizations, breed organizations, professional and scientific societies, land grant colleges and universities, and government agencies.

The NCDHIP is a national program operated and conducted in all 50 States and Puerto Rico in accordance with national policies, rules, and standards established for the program.

The NCDHIP is conducted, and rules are adopted so as to give uniformity, reliability, and integrity to its production records. These records must stand up under the pressures of the entire dairy industry and be accepted by the industry without question.

1/ Murrill is State Extension Dairyman for California, King is a dairy husbandman with the Animal Improvement Programs Laboratory, ARS, USDA, and Smith is chairman, Animal Physiology and Genetics Institute, ARS, USDA.

The NCDHIP is an educational and research program conducted under the auspices of its sponsors--ARS, ES, and CE of land grant colleges and universities. A source of information for making recommendations to individual dairymen and the dairy industry, the NCDHIP also is the data bank for other educational, research, and genetic evaluation programs that benefit the entire dairy industry and all consumers of dairy products.

The NCDHIP is a genuine improvement program. It provides dairymen with information necessary for making wise management decisions, breed and herd improvement work, and genetic evaluation of dairy animals.

Since the needs of dairymen differ, several types of testing and record-keeping plans are available to meet those needs. The NCDHIP consists of "official" and "unofficial" production testing and recordkeeping plans.

Official recordkeeping plans include:

1. Official Dairy Herd Improvement (Official DHI)
2. Dairy Herd Improvement Registry (DHIR)

Unofficial recordkeeping plans include, but are not limited to:

1. Owner-Sampler (OS)
2. Weigh-a-Day-a-Month (WADAM)
3. Alternate AM-PM Milking (AM/PM)
4. Milk Only Record (MOR)
5. Commercial
6. Supervised

Official records are certified as having been made in accordance with the Official DHI Rules for NCDHIP. In addition to use in herd management by the dairyman, these official records are also used for educational, research, and genetic evaluation programs.

Conducting research requires a great deal of discipline and conformity to certain well-defined principles. Research requires a great deal of precision. Precision itself implies a degree of regulation which also implies control. Control implies rules which imply compliance and enforcement. Enforcement implies authority to do so. All of this, of course, is based on the assumption that compliance to rules and standards is a requirement for collecting data for research. Research data must be accurate, reliable, and uniformly produced and collected. Therefore, most of the rules and standards reflect the requirements of research and the long-range goals and objectives of the dairy industry. It is, therefore, not surprising that many do not think that rules and standards

should be required for short-term economic objectives in dairy herd management.

Rules are made to improve uniformity and accuracy, to accomplish specific objectives, and to prevent chaos. Rules do not imply right or wrong, good or bad. Rules are the agreed upon way to do things.

The official rules that have been adopted by the Coordinating Group are the minimum for conducting the official plans to insure that the data meet the requirements for use in education, research, and genetic evaluation.

Dairymen not wishing to participate in a plan that includes such rules may participate in one of the unofficial plans. The unofficial plans are excellent for providing production data and management information for on-the-farm use.

Unofficial records are not made in strict accordance with official rules and, therefore, are not certified as official. All NCDHIP production testing and recordkeeping plans must be labeled as to type of record.

The NCDHIP must be flexible enough to meet the needs of dairymen in a fast changing industry; however, for official records, accuracy, reliability, uniformity, and integrity must be assured.

The NCDHIP can be divided into four main groups by the type of responsibilities that represent separate functions, jurisdictions, and interests. These are sponsors, participants, cooperators, and the Coordinating Group (see chart). Each has specific interests and responsibilities in the program; yet, all work together toward the common objectives of the NCDHIP. Each funds its own program and pays salaries and expenses of its respective employees assigned to the program.

By studying the responsibilities of each group separately, we have a clear picture of how each fits into the overall structure of the national program. It is important that each knows and understands his role, relationship, responsibilities, and authority in the program and that of everyone else.

Participation in the NCDHIP cannot be construed as interfering in any way with other responsibilities, activities, and functions of the parties involved.

The groups and their organizational structure are represented as follows:

Sponsors (interpret)--

- ARS - Agricultural Research Service, USDA
- ES - Extension Service, USDA
- CE - Cooperative Extension Service of each State

Participants (operate)--

Dairymen members of local DHIA's
LDHIA - Local Dairy Herd Improvement Association
SDHIA - State Dairy Herd Improvement Association
NDHIA - National Dairy Herd Improvement Association, Inc.

Cooperators (cooperate)--

ADSA - American Dairy Science Association
NAAB - National Association of Animal Breeders
PDCA - Purebred Dairy Cattle Association

Coordinating Group of NCDHIP (policy)--

Representatives elected by each segment of the dairy industry (for listing of the 18 members, see page 11).

The remainder of this presentation will be devoted to a description of the role and responsibility of each group and its relationship to the other elements of the structure.

National Sponsors of NCDHIP

The national sponsors of the NCDHIP are the ARS and ES of the USDA. They are the authority for the program and have the ultimate responsibility for making the program available to the dairy industry.

General authority for the NCDHIP is included in the act that established the United States Department of Agriculture in 1862, the Department of Agriculture Organic Act of 1944, and annual appropriation acts providing funds for the Department's activities.

The program evolved from early cow testing work started by the then Dairy Division, Bureau of Animal Industry in 1895. By reorganization and name changes the cow testing associations became Dairy Herd Improvement Associations in 1927, and the Dairy Division became the Dairy Cattle Research Branch (1958) of the Animal Science Research Division, (mid-1960's) Agricultural Research Service. The latest reorganization within ARS occurred in 1972. The office now responsible for the Sire and Cow Evaluation Program is the Animal Improvement Programs Laboratory (AIPL), Animal Physiology and Genetics Institute, ARS, Beltsville area.

After the Cooperative Extension Service (ES) was formed in 1914, it became active in dairy improvement work. ES plays an important role in the educational functions of the national program and in the coordination of the States' programs.

Memorandum of Understanding Between Sponsors

The ARS, ES, and CE in the respective States worked together in an informal relationship from 1914 when the Cooperative Extension Service was formed, until 1952, when the first Federal-State Memorandum of Understanding was signed by the Directors of Cooperative Extension in all 48 States and Puerto Rico, the Administrator of the Agricultural Research Service, USDA, and the Administrator of the Extension Service, USDA in 1952. The current Memorandum was effective January 1, 1972.

The State Cooperative Extension Directors are represented on the Coordinating Group by the Extension Committee on Organization and Policy (ECOP) in all matters pertaining to the national program.

The Memorandum outlines in general terms the purpose and objectives of the NCDHIP. It refers to the Cooperative Extension Service of a State as the Agency, the Agricultural Research Service as ARS, and the Extension Service as the Service. Only in quoting material from the Memorandum will these terms be used.

I. Purposes [of the NCDHIP]

- A. To improve the producing ability of dairy cattle by providing guides for breeding, feeding, and management practices.
- B. To provide information by which the breeding value and transmitting ability of individual cows and sires can be measured reliably and the superior ones selected and used for breeding purposes.
- C. To improve the efficiency and financial position of all dairymen through improved herd management.
- D. To provide data and results for dairy extension workers and others in developing and conducting effective educational and demonstrational programs.
- E. To provide data to State experiment stations and to ARS for research."

II. Objectives [of the NCDHIP]

- A. To maintain a uniform system for recordkeeping to be used in guiding cooperating dairymen in their herd improvement programs and to supply reliable records and herd improvement information to ARS, Agency, Service, and other cooperating groups.
- B. To establish sources of superior dairy inheritance as a means of improving the producing ability of all dairy cattle.

- C. To maintain uniformity and high standard of integrity in the program that will provide authentic information to dairymen and give reliability to scientific studies and educational demonstrations.
- D. To summarize and analyze information for DHI herds and make these summaries available to dairymen, research, educational and extension workers, and to others as appropriate. No copyright shall subsist in the materials published pursuant hereto.
- E. To demonstrate the fundamental benefits of the DHI program to dairy farmers.

Responsibilities of Sponsors

The sponsors, while working cooperatively, each have specific responsibilities in the program. The responsibilities are outlined in the Memorandum of Understanding that each has signed and are as follows:

"III. The Agency [Cooperative Extension Service (CE) of each State] will:

- A. Advise officers and members of Cooperative Associations and State organizations of associations and assist them to conduct high quality testing programs and effectively conduct and manage the business of the associations.
- B. Encourage dairymen to organize or join associations and participate in the Program.
- C. Interpret national testing standards to DHI association officers, members, and supervisors and advise them in their action to assure that testing programs are conducted in accordance with national standards.
- D. Assist State and local Associations in training supervisors and other personnel.
- E. Provide a channel for the flow of certified lactation and herd records, other data, forms, reports, and materials between ARS on the one hand and the State and local Associations and Processing Centers and their members on the other.
- F. Advise and counsel Organizations in the operations of State or regional data processing centers.
- G. Assist State Associations in developing and maintaining ability to certify official records, and in the States where State Associations have not developed this capability, the Agency will provide certification."

The Memorandum of Understanding points out that the NCDHIP is a national, cooperative, industrywide undertaking between all segments of the industry and that the sponsor in each State is the Cooperative Extension Service.

CE depends upon its Extension personnel, especially the State Extension Dairymen (SED) as the key person for providing the supervision and leadership to assure the program is being run by the policies, rules, and standards established for the national program so the data may be used for the purposes intended.

"IV. ARS will:

- A. Assist in coordinating the State recordkeeping programs with the national program and supervise the National Sire and Cow Evaluation Program.
- B. Furnish the Agency the necessary lactation and herd record materials needed in order that data can be made available to ARS for summary, analysis, cow and sire evaluation, and research.
- C. Conduct a cow and sire evaluation program based on data received from the Agency and publish and make available the results thereof.
- D. Compile summary information on a State, regional, and national basis for all recordkeeping data provided and analyze production, feed, cost, and related data received from the Agency to demonstrate the value of various dairy practices and make these results available to the Agency.
- E. Conduct research on the various aspects of the program to assure accuracy and usefulness of records and cow and sire evaluations, and efficient and economical program operations.
- F. Furnish an annual report of pertinent participation and statistical data to the Agency and as applicable to other interested parties.
- G. Provide records and summaries to National Dairy Breed Registry Associations to further extend the usefulness and benefits derived from data provided by the program in accordance with the Memorandum of Understanding between ARS and the several dairy breed registry associations."

Those responsible for carrying out the responsibilities of ARS in the national program include its administrator, National Program Staff Officer (Dairy Science), and representatives of the Animal Improvement Programs Laboratory and its parent group, the Animal Physiology and Genetics Institute.

"V. The Service (Extension Service (ES) USDA) will:

- A. Serve as a liaison between the Agency and ARS.
- B. Assist ARS in coordinating the program.
- C. Assist the State Extension Services in conducting this program."

ES plays an important role in the coordination of the educational functions of the national program with the respective States. ES carries out its responsibilities through its administrator, a representative of the Agricultural Production Division, and the Program Leader for Dairy Production.

"VI. It is mutually agreed that:

- A. All parties will look to the Coordinating Group for guidance and leadership in developing and approving the needed uniform policies, rules, and standards, and for evaluating and approving of testing, weighing, and sampling devices to be used in the Program.
- B. The Agency, ARS, Service, and the Coordinating Group will consult in the interest of effective cooperation and coordination concerning all phases of the Program.
- C. The Agency and ARS will cooperate in establishing and maintaining dairy record processing centers and collaborate in other regional or national activities to improve the effectiveness of the Program.
- D. The Agency, ARS, and Service will pay salaries and expenses of their respective employees assigned to this work.
- E. The Agency, ARS, and Service will encourage the development of strong organizations and will encourage them to accept responsibility for maximum control of operations."

The sponsors act as interpreters of program data and performance to insure accuracy and reliability of NCDHIP data for its use for the purposes intended.

Participants in the NCDHIP

Responsibilities of Participants

Dairymen are the participants in the NCDHIP. Through their LDHIA's SDHIA's, and NDHIA, dairymen have the primary responsibility for operating and conducting the testing program of the NCDHIP. Dairymen are uniquely qualified for performing the business, operational, and enforcement responsibilities of the program.

A membership agreement is or should be signed by each dairyman. This gives the dairyman the responsibility for the conduct and performance of the testing program. It also obligates the association to perform service to the member as agreed upon. There can be no control for a quality program without a membership agreement.

The LDHIA has primary responsibility for providing the testing program to its member dairymen.

The SDHIA has primary responsibility for coordinating the program for its member locals within the State.

The NDHIA also has coordinating responsibilities for its member State associations. There is a straight line of authority from the member dairymen up through the LDHIA, SDHIA, and NDHIA.

The primary justification for these organizations is to improve the quality of program and service to their members.

Dairymen are thus concerned with the organizational structure of their LDHIA, SDHIA, and NDHIA to insure the adequacy of performance and individual protection from liability. Many are reorganizing and incorporating and adopting new articles, bylaws, and membership agreements that will give them the capability to do the job efficiently, effectively, and economically.

A DHIA's responsibility and authority is adequate or limited, as the case may be, by its articles of incorporation, bylaws, membership agreements, and other enabling documents which have been approved by its membership. It is therefore important that local, State, and national DHIA's have proper organizational structure and enabling documents. It is recommended that DHIA's at all levels become incorporated for liability protection of their members. Good articles of incorporation, bylaws, and membership agreements are essential to give the organization capability and authority in the performance of a strong and effective program.

The supervisor is the key to a successful testing program. Boards of Directors should give the work of the supervisor and his needs high priority.

The supervisor is directly responsible to the local or State DHIA, whichever the case may be, for the performance of the testing program according to approved procedures. Dairymen and persons in their employ are held equally responsible with the supervisors for the enforcement of official rules.

Dairymen have expressed their desire for increased representation and involvement in the rules and policymaking machinery of the national program. They have accepted and participated in this responsibility exceptionally well and are now assuming an increasing share of the total responsibility for the overall conduct of the program. Dairymen are in a unique position to assume enforcement responsibilities. The effectiveness of rule enforcement depends upon the strength and organization of their LDHIA, SDHIA, and NDHIA.

Cooperators in the NCDHIP

Responsibilities of Cooperators

Cooperators in the industrywide program include the ADSA, the NAAB, and the PDCA.

These cooperators have responsibilities in specific program areas of particular interests, competence, or technical or scientific expertise as may be designated by the Coordinating Group. Each cooperator can perform certain functions more effectively than others.

Each cooperator has adequate authority to assure performance by its members in accordance with established policies.

All parties look to the Coordinating Group for guidance, leadership, and authority in establishing uniform policies, rules, and standards for the national program.

Each cooperator in the NCDHIP has representation on the Coordinating Group.

These industry organizations have a long and distinguished history of cooperation in the NCDHIP.

The ADSA first recommended the name change from Cow Testing Association to Dairy Herd Improvement Association as well as the development of the first national uniform Standard Rules for testing.

The ADSA is a source of technical and scientific information. Its primary function is to advise and provide leadership in the development of policies and rules for the program.

The PDCA's primary activity has been with the plan for registered animals. Dairy Herd Improvement Registry (DHIR). PDCA has been instrumental in the development of procedures to insure high standards in testing and production records and positive animal identification. Unified Rules for DHIR are developed and recommended to the Coordinating Group by the PDCA. The DHIR is an official testing plan and a specific responsibility of the PDCA in cooperation with CE.

The NAAB works primarily to improve the quality of records to increase the number of records available for use in genetic evaluation programs to identify and isolate animals of superior breeding value. Positive animal identification is of prime interest to both NAAB and PDCA.

The Dairy Record Processing Centers (DRPC) are not cooperators in the true sense of the word since they are paid directly for services rendered. They are nevertheless an essential and significant part of NCDHIP and make great con-

tributions to the program with their technical expertise. There are 11 DRPC's approved for processing records of the NCDHIP and are represented on the Coordinating Group by a nonvoting technical adviser.

A DRPC cooperates in the NCDHIP on approval of the Coordinating Group and it must operate under strict rules and standards established by the Coordinating Group. The DHI program in any State is under the direct jurisdiction of the Extension Dairyman and the State DHIA, and they together determine how and where the State's records will be processed. DRPC's also operate under advisory committees.

Coordinating Group of the NCDHIP

The Coordinating Group of the NCDHIP was established by the sponsors as the authority and policymaking body for the NCDHIP. It is composed of representatives elected by each segment of the dairy industry.

The 18 members of the Coordinating Group are as follows:

ARS, Chairman	1
ES-USDA, Vice-Chairman	1
ARS	2
ES-USDA	1
Extension Committee on Organization and Policy (One of the State Cooperative Extension Service Directors)	1
Chairman of the four Extension regions (State Extension Dairyman)	4
National DHIA, Inc. (elected from the four Extension regions)	4
ADSA	1
NAAB	1
PDCA (A dairyman and a breed organization staff member)	2

The National DHI Coordinator is Secretary of the Coordinating Group, but not a designated member.

The objectives of the Coordinating Group are:

1. To provide more equitable representation in the formulation of policy, rules, and regulations relating to the conduct of the program particularly dealing with records for sire and cow evaluations within the framework of the Federal-State Memorandum of Understanding.

2. To formulate policy, establish rules and regulations, and promote their effective coordination, administration, and application to the performance recording programs that will assure production records of high integrity and accuracy to serve individual farmer needs and be useful in evaluation of cows and sires for breeding improvement.
3. To explore and develop ways to increase the effectiveness of the Cooperative Dairy Herd Improvement Program.
4. To coordinate the State Dairy Herd Improvement Programs through NDHIA and with coordinating assistance from ARS as necessary to provide uniformity in the application of established rules and procedures.
5. To provide for effective communications whereby all agencies and groups concerned may be fully informed as to current problems and developments in the administration and operation of the program.
6. To consider and take appropriate action on those problems and ideas relating to the program requiring technical, administrative, and policy evaluation.
7. To establish technical consultant groups as needed to provide, or otherwise develop through research, information needed in the effective implementation of the national program.
8. To encourage development of DHIA cooperatives of participating dairymen to assume responsibilities relating to the business, supervisory, and service activities of the program as well as enforcement of rules.

The Coordinating Group also designates others as technical or scientific consultants as needed to serve as nonvoting participants. Currently, these include one representative each from the DRPC and the Animal Improvement Programs Laboratory (AIPL) of ARS, and the president of the NDHIA.

Some of the work of the Coordinating Group is accomplished through committees composed of industry representatives with the technical and scientific expertise needed to deal with critical issues.

Standing committees include the "Official Rules Committee" chaired by the representative from ADSA and the "Technical Committee on Weighing, Sampling, and Testing Devices" chaired by a scientist at the Agricultural Research Center.

Temporary committees currently include committees to develop:

1. Regulations for the Release and Public Use of NCDHIP Records.
2. The Future Needs of the NCDHIP.
3. Criteria for Accuracy in the NCDHIP.
4. Administration and Procedures for the Conduct of the NCDHIP.

Putting it all together

With the extension of lines between the four groups represented in the NCDHIP, we can show their relationships and responsibilities to each other. (See organizational chart page 17).

The lines between the sponsors depict their agreement to work together according to the Memorandum of Understanding. Further extension of the lines shows the sponsors establishing the Coordinating Group as the policymaking body for the program and the establishment of the position of National DHI Coordinator. These lines represent the NCDHIP's basic authority for establishing policy, rules, and standards for national coordination as needed.

Dairymen become participants in the NCDHIP by becoming members of a local or State DHIA. LDHIAs' supervisors perform the DHI testing program for its members in accordance with the established program policies, rules, and standards. The State DHIA, composed of the LDHIA's coordinates the State program. The national DHIA, composed of the State DHIA's, has certain national coordination responsibilities.

Dairymen through their LDHIA's, SDHIA's and NDHIA have primary responsibility for the business and operational aspects of the testing program.

The Memorandum of Understanding designates CE as the sponsor and authority for the State's program. CE depends upon the Extension Dairyman and area or county Extension Agents for the maintenance of a strong and successful program.

CE is responsible for the maintenance of a quality program to insure that all program data meet all the requirements for uses intended by the industry. CE should not act as business managers or enforcers of rules but as educators and cooperators in collecting data for educational, research, and genetic evaluation programs. CE finds that certain business, operational, and enforcement responsibilities are inconsistent with the universities primary objectives of education and research.

CE, therefore, in a Memorandum of Understanding with qualified SDHIA's shares responsibilities for carrying out the program in the State. (In organizational chart note line connecting CE with SDHIA). Thus, in an appropriate division of responsibilities, the local and State governing bodies of the LDHIA and SDHIA are responsible for the business, operational, and

enforcement aspects of the program, while CE concentrates its efforts on the educational, research, and certification responsibilities.

Certification of records is the verification that these records were made in compliance with the Official DHI Rules and their acceptance for widespread industry use in education, research, genetic evaluation programs, pedigree work, advertising, and promotion. Certification of records remains the responsibility of CE unless specifically granted to a State DHIA.

Dairymen and sponsors work together at all levels, but the primary responsibility for a State's program rests with the Extension Dairyman and the SDHIA. This means they work together in a quasi-partnership arrangement where major decisions regarding the conduct of the program within the State are made jointly.

An extension of lines between the CE personnel and the DHIA organizations shows a close working relationship between them at all levels. The Extension Agent works with all dairymen and DHIA members and serves as counselor and adviser to the Board of Directors of the LDHIA. He is responsible for supervision and leadership in the conduct of the local DHI program.

The Extension Dairyman is the key person who provides supervision and leadership for the State's program and coordinates the program with the respective locals. He works directly with Extension Agents, LDHIA's, and serves as adviser to the Board of Directors of the SDHIA.

Where no State DHIA exists, the total responsibility for the State's program falls on the CE. Dairymen and Extension personnel at all levels need strong and viable local and State organizations for a successful and effective DHI program.

While dairymen are responsible for operating the program, the CE is responsible for interpreting and advising on compliance with the national policies, rules, and standards to the DHIA members, directors, and supervisors.

Failure by CE to provide the supervision and leadership in the performance of a quality plan in strict compliance to the rules means that the industry will be flooded with unreliable data. This results in a deterioration of confidence in the plan by dairymen and is a direct reflection on the CE program.

Dairymen everywhere are beginning to realize the dangers of using unreliable data in developing industry recommendations, research, pedigree and genetic evaluations, and for decisionmaking in herd management. With the precision and extent of use of computers in compiling NCDHIP data, it is recognized there are risks of causing irreparable damage not only to dairymen but also to the entire dairy industry as well. Dairymen are therefore requesting that the supervision of the program be tightened up in order to improve the quality of program and service.

Most CE personnel have the freedom to set their own priorities and conduct their program of work in the way that will be best effective and beneficial. CE personnel assigned to work in the DHI program are somewhat more limited because their program of work is more narrowly channeled to comply with State and national policies, rules, and standards.

Because the State's Cooperative Extension Director has signed a Memorandum of Understanding promising to provide the program to the dairy industry in his State in accordance with the established national program policies, rules, and standards, it is important to keep him informed of all major decisions and activities relative to the program.

Each cooperator can perform certain functions more effectively than others. Each cooperator has specific responsibilities. He has adequate authority to deal with members to assure their performance in accordance with established national policies, rules, and standards. Responsibilities and authority for everyone in NCDHIP are outlined in broad terms in the Memorandum of Understanding, agreements, contracts, and other appropriate documents.

Traditionally, the national sponsors, ARS and ES, have had the responsibility for coordinating the NCDHIP with the respective States. Because the responsibility for national coordination has been shared by these agencies with no specific assignments to individuals, national coordination has been somewhat inadequate and ineffective.

This has resulted in what some consider 50 different State programs rather than a uniform national program. Differences in State programs can be attributed primarily to the different interpretations of the program by Extension personnel and dairy industry leaders, the size and nature of the State dairy industry, and the level of support and leadership for the program by sponsors, dairymen, and cooperators.

The Coordinating Group was given the responsibility for national coordination by its sponsors when it was formed in 1965. At the request of the PDCA, the NDHIA, and other industry organizations, the sponsors established in 1972 a new position of National Dairy Herd Improvement Coordinator in ARS. The position was first filled in 1973.

The National DHI Coordinator serves as secretary to the Coordinating Group and is responsible directly to the chairman of the Coordinating Group. His primary responsibility in addition to coordinating the national program is to implement the policies, decisions, and directives of the Coordinating Group.

He works directly with the sponsors, participants, and cooperators of the program, and represents the Coordinating Group in all aspects of the program. The National DHI Coordinator serves as adviser to the NDHIA Board of Directors and works directly with everyone in the programs.

The Dairy Program Leader (DPL) in ES carries out his responsibilities in the national program primarily by working with the National DHI Coordinator, NDHIA, AIPL, and the State Extension Dairymen.

The AIPL is responsible primarily for the national research and the national Sire and Cow Evaluation program using NCDHIP data. The AIPL works closely with the State Extension Dairymen, DRPC, PDCA, and NAAB in procedural matters regarding the use of NCDHIP data for these purposes.

NCDHIP Responsibilities Regarding Policies, Rules, and Standards

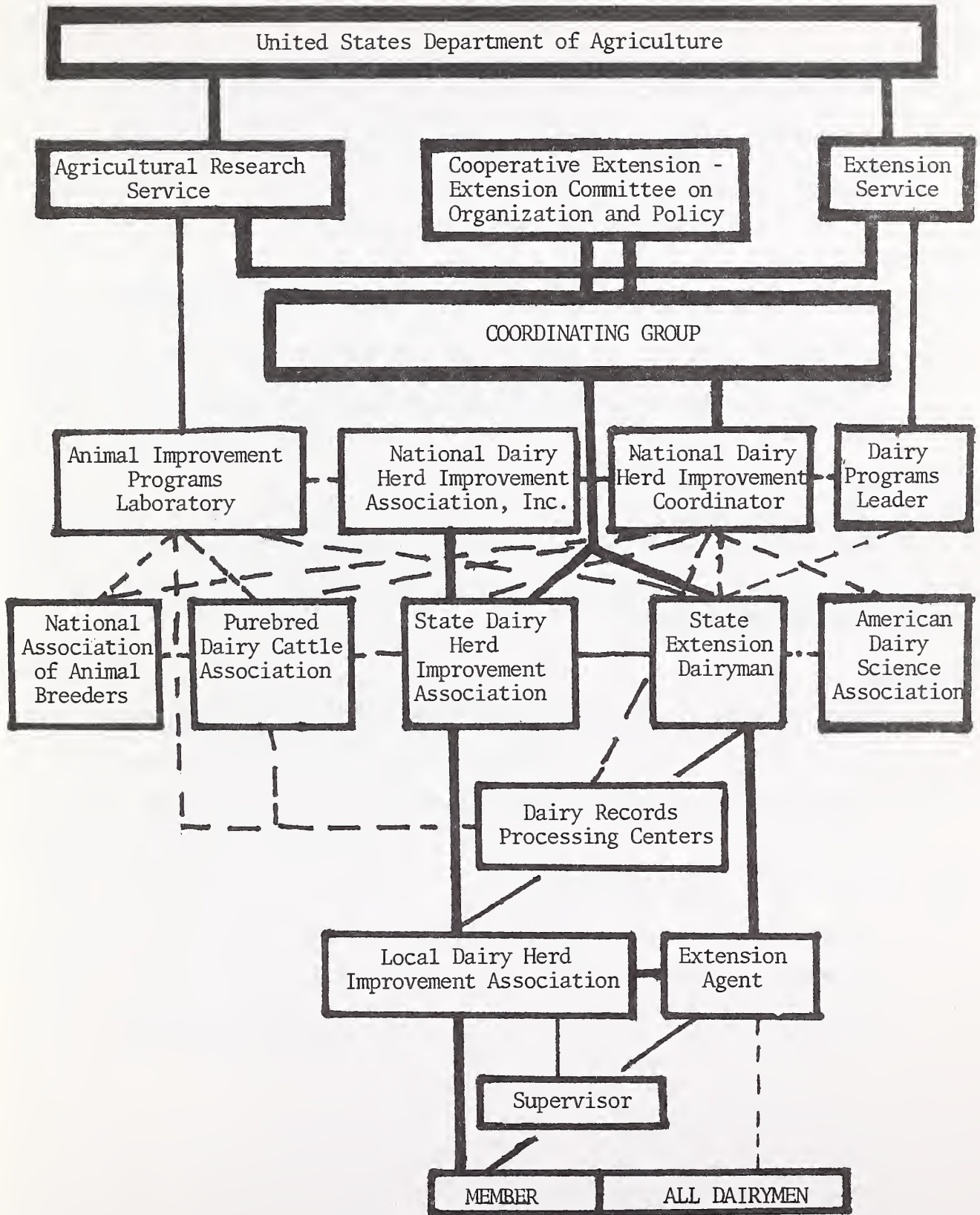
Coordinating Group (Industry Representatives)	-Makes Them
Participants (Dairymen - Local, State, National Associations)	-Enforce Them
Sponsors (ARS, ES, CE)	-Interpret Them

The validity of the framework, or hierachy, as we have in NCDHIP, depends on the ability of people in authority to assume and carry out the assigned responsibilities in accordance with established agreements, policies, rules, and standards. People given responsibilities and positions of authority must be qualified and properly trained for their jobs. Acceptance and respect for authority in this structure by everyone in the program provides stability, order, reliability, and integrity for a strong and effective program. Such authority should be recognized as an essential ingredient for a successful operation in a complex structure of cooperation and sensitive relationships.

Nonperformance or low-level performance in carrying out their responsibilities by anyone in the NCDHIP jeopardizes the entire program. There is no authorization for a participant, cooperator, or sponsor to conduct or carry out his responsibilities at a substandard level.

The NCDHIP is the most successful livestock improvement program in the world today, and by working together, we can make it even better.

THE NATIONAL DAIRY HERD IMPROVEMENT ASSOCIATION, INC.



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